



# ENVIRONMENTAL JUSTICE ACTION PLAN FOR FISCAL YEARS 2004 - 2005

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**Prepared by EPA New  
England's Environmental  
Justice Council**

**EPA New England  
Environmental Justice Action Plan  
Fiscal Years 2004-2005**

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## EXECUTIVE SUMMARY

One of EPA New England's (EPA NE) highest and most challenging priorities is to promote Environmental Justice (EJ) to ensure that citizens of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont all enjoy an equal measure of environmental protection. EPA NE acknowledges that, notwithstanding differences in race, color, national origin, and income, everyone strives for a better quality of life, including a safer and healthier living environment for their family, community, and future generations. EPA NE also recognizes that it must increase its involvement with and attention to minority and low-income communities in its decision-making processes. Many of these communities may not have the access or resources to get their concerns addressed, even when they suffer a disproportionate impact from environmental pollution or public health concerns.

EPA defines EJ as the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment means that no group of people, including a racial, ethnic, or a socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies.

Meaningful involvement means that:

1. potentially affected community residents have an appropriate opportunity to participate in decisions about a proposed activity that will affect their environment and/or health;
2. the public's contribution can influence the regulatory agency's decision;
3. the concerns of all participants involved will be considered in the decision making process; and
4. the decision makers seek out and facilitate the involvement of those potentially affected.

The EPA New England Environmental Justice Action Plan for Fiscal Year 2004-2005 reflects the new reporting requirements set by EPA headquarters. This year, the Action Plan consists of a narrative section, similar to previous years, as well as a new matrix section covering the six prescribed goals and objectives. Similarly, the EJ Council's subcommittees have been restructured to reflect the six new objectives in the matrix: Risk Reduction and Protection of Environment and/or Public Health; Outreach and Communication; Training; Federal, State, Tribal and Local Government Coordination; Grants and Contracts Administration; and Environmental Justice Assessment. Each subcommittee is led by a Deputy Office Director who is charged with the goal of institutionalizing EJ principles in the region's everyday program activities.

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## **I. MANAGEMENT ACCOUNTABILITY**

### **A. Organizational Infrastructure and Management Support**

During the 1980s, EPA became concerned that some racial, ethnic, and socioeconomic groups may have been suffering from a disproportionate share of environmental burdens. EPA NE responded by chartering an Environmental Equity Council to help shape and carry out environmental equity efforts. In 1993, the region developed and issued the first Environmental Equity Policy in the nation. Shortly afterwards, the states of New Hampshire and Connecticut promulgated the first state Environmental Equity Policies.

Since the 1980s, the concept that both federal and state governments embodied in their Environmental Equity Policies has been redefined to mean that no group of people, including any racial, ethnic, or socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies. This idea is now more commonly called environmental justice (EJ), and new EJ policies have replaced those promoting Environmental Equity.

In October 2001, Regional Administrator Robert W. Varney reaffirmed EPA NE's commitment to EJ by issuing a revised EPA New England Regional Policy on Environmental Justice. This policy sets the parameters and framework against which the region developed this and prior EJ Action Plans, with specific implementation strategies designed to institutionalize EJ in the region's daily work. The signed policy appears on the following pages.

## EPA NEW ENGLAND REGIONAL POLICY ON ENVIRONMENTAL JUSTICE

**Introduction:** EPA New England (EPA NE) is committed to promoting and supporting Environmental Justice (EJ). EJ is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment means that no group of people, including any racial, ethnic, or socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies.

EPA NE personnel shall consider questions of EJ in all Regional activities including employment, education and outreach, regulatory activities, data management, enforcement, contracts and grants, communication, and planning. In addition, within the EPA NE work planning processes, management will systematically evaluate ongoing efforts to ensure an appropriate, continuing focus on EJ and will implement procedures to address EJ issues.

**Employment:** EPA NE policy is to recruit, hire, promote, train, and transfer individuals of diverse backgrounds within all levels of EPA so that the composition of EPA NE reflects the diversity of the people it serves. Such a policy facilitates decision-making that reflects a broad range of experience and understanding, and takes into account diverse views and perspectives.

**Education and Outreach:** EPA NE policy is to foster a heightened awareness of EJ issues, both within EPA and among those most threatened by environmental risks. The Region will develop and implement EJ training, promote increased communication of EJ issues in a manner that has a measurable impact on affected communities, and provide general environmental education to targeted populations. EJ training will be mandatory for all EPA NE staff and will be part of the core curriculum for new employees joining the Region.

**Regulatory Activities:** EPA NE policy is to maximize the use of EPA's statutory authority and practical influence to protect public health and the environment in a manner that openly addresses EJ. Regional program managers and staff will incorporate EJ into all aspects of their work with local, state, and federal agencies, will encourage interagency cooperation with respect to EJ issues, and will provide opportunities for meaningful participation in our environmental decision-making and program implementation to all external stakeholders down to the local government and neighborhood levels.

**Data Management:** EPA NE will ensure that its program managers and staff have access to the information and analytical support necessary to successfully identify, evaluate, and resolve EJ issues in the Region. Our goal is to provide access to, and ensure use of, relevant information to assess and address EJ.

**Enforcement:** EJ principles will be among the factors considered by regional enforcement

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personnel in establishing enforcement priorities and targeting enforcement actions. Regional personnel will encourage the regulated community to address EJ in the settlement of enforcement cases, including the use of Supplementary Environmental Projects.

**Contracts and Grants:** EPA NE will routinely promote and support EJ through Regional contracts and grants. Routine consideration of EJ through contracting and grant policies and procedures will significantly increase our opportunities to promote EJ outreach to contract and grant recipients.

**Communication:** EPA NE will improve and expand its communication effort by endeavoring to keep citizens and stakeholders, especially those in minority and low-income communities, abreast of emerging Regional and Headquarters policy. The Region recognizes the sensitivity and concern that issues such as risk assessment, risk management, and risk communication present to racial minorities and low-income communities. Towards this end, EPA NE will reach out to external constituencies, especially those in minority and low-income communities, by enhancing outreach and communication activities through the use of the internet and other more traditional communication tools.

**Planning:** Implementation of this Environmental Justice Policy will be incorporated into the Regional Strategic Planning framework and progress will be monitored through the midyear and annual assessment process.

**Review Mechanism:** The Regional Administrator shall ensure that EJ issues and goals are being met through a regular review process that includes evaluation of Regional strategic planning, individual office work planning, and any other activities deemed necessary by the Regional Administrator. The Office of Civil Rights and Urban Affairs shall act as the Regional Administrator's representative in ensuring that EJ issues and goals are addressed in a timely and effective manner.

This policy supersedes the January 16, 2001 Environmental Justice Policy and the January 12, 1993 Environmental Equity Policy, and is effective immediately.

October 1, 2001

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Robert W. Varney  
Regional Administrator



## **B. Operational Resources and Program Support**

Since EPA NE promulgated its first Environmental Equity Policy in 1993, the region has made significant progress in its efforts to address and respond to EJ issues and concerns by making fundamental changes in the way everyday work is carried out. By taking a more proactive approach, the region fostered strong partnerships with NE citizens to identify and resolve many of the environmental concerns which most impact their quality of life and health. However, there is more EPA NE can– and must– do to bring justice to citizens who may be disproportionately affected by pollution.

To continue to build on past accomplishments, EPA NE is working to make sure that EJ considerations are factored into the environmental decisions it makes, programs it implements, and projects and initiatives it undertakes. Clearly, EPA NE staff need a keen understanding of EJ in order to connect how their work helps to ensure that all citizens in the region receive fair and equal levels of environmental protection..

### EJ Council

EPA NE's commitment to environmental justice is evidenced by its management's leadership and support, especially the active ongoing participation of the Deputy Office Directors. EPA NE's commitment is further evidenced by the establishment of a regional EJ Council, charged with the responsibility of developing EJ guidance and implementation strategies to institutionalize EJ activities throughout the regional office. The EJ Council is comprised of the regional EJ Coordinator, the Deputy Office Directors and designated staff from each of the six program and administrative offices in the region, and is chaired by the Director of the Office of Civil Rights and Urban Affairs. Each Deputy Office Director and the EJ Coordinator is the lead for one or more of the objectives outlined in this document: Risk Reduction and Protection of Environment and/or Public Health; Outreach and Communication; Training; Federal, State, Tribal, and Local Government Coordination; Grants and Contracts Administration; and Environmental Justice Assessment.

### EJ Coordinator

The EPA NE EJ Coordinator is responsible for overseeing the implementation of the regional EJ Action Plan and managing the regional EJ Program. The EJ Coordinator ensures the coordinated implementation of EJ in the region's day-to-day activities by providing guidance, advice, training and support to managers and staff. The EJ Coordinator is responsible for the administration and monitoring of the EJ Small Grants program. The EJ Coordinator defines responsibilities and accountability mechanisms as a basis for measuring progress in meeting regional EJ objectives as put forth in the EJ Action Plan, and ensures recognition of successes on a regional and national level. The EJ Coordinator maintains and enhances the flow of communication about EJ activities within the region and with EPA headquarters. The EJ Coordinator, working with program contacts, serves as a catalyst for promoting collaboration between the regional office and outside constituencies including state, local, and tribal government authorities and community groups.

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### EJ Team

The regional EJ Coordinator also serves as Team Leader for staff working on EJ, including one full-time EJ Specialist and several interns. Some of the day-to-day activities of the EJ Team include coordinating the development of the EJ Action Plan and tracking its implementation; overseeing data collection activities for the EJ Inventory, a database that stores information about all regional EJ-related activities; coordinating the EJ Council meetings, agendas, minutes, etc.; producing *EJ News*, a quarterly publication of the regional EJ Council that is distributed to a mixed internal and external audience; responding to internal and external inquiries, including allegations of environmental injustice; and leading comprehensive EJ assessments. Additionally, the EJ Team prepares reports, as requested, and maintains a presence at related regional office and program meetings. Lastly, the EJ Team has the ongoing responsibility of communication with external state, tribal and community contacts to share information on EPA NE's EJ activities and keep abreast of their EJ-related activities.

### EJ Programs/Initiatives

EPA NE also has an Urban Environmental Program (UEP) for which EJ is listed as a funding priority. The UEP team continues to lead the region in, and serve as a national model for, stakeholder participation, community involvement, and capacity building. Many, if not all, of the issues the UEP team is involved with are New England-wide EJ issues. Many of the lessons learned and best practices that have been identified through the UEP since it began in 1995 are transferable to other EJ areas of concern, including rural and low-income communities. One particularly successful example of UEP's work is the regional listening session model, which has proven to be an effective approach for stakeholder involvement.

### Full-time equivalents FTE

The management of EPA NE has demonstrated its commitment to EJ through the resources it has made available to support these efforts. The following table includes staff and management time, expressed in work years as full time equivalents (FTEs), devoted to carrying out EJ-related activities. The EJ Council chose to present staff resources dedicated to EJ in this format rather than breaking it down at the activity level within the detailed matrix contained later in this document. Aggregating resources in such a table provides a better picture of resource deployment than presenting these resources as fractions of FTEs to carry out specific activities.

Description of EJ-related activity	Allocation (in FTEs per year)
EJ staff time within the Office of Civil Rights and Urban Affairs	4.00
EJ Small Grants Management	0.75
EJ Council - Deputy Office Directors and staff (for Council meetings only)	0.30
EJ Council Subcommittees	
• Risk Reduction	5.00
• Outreach and Communication	1.50
• Training	0.25
• Federal, State, Tribal, and Local Government Coordination	0.50
• Grants and Contracts Administration	0.30
• Environmental Justice Assessment	0.20
GIS staff time to support EJ (unrelated to mapping tool roll-out)	0.25
Staff time to participate in EJ training	1.00
<b>TOTAL</b>	<b>14.05</b>

The total regional staff support for EJ activities at EPA NE is approximately equivalent to 14 FTEs. This estimate does not include resources to incorporate EJ principles into agency's day to day functions as outlined in the EJ Functional Guidance Compendium.

### **C. GPRA Alignment (Link to Mission and Priorities)**

During the 2004-5 fiscal years, EPA NE will continue to implement the existing procedures to link EJ goals with ongoing activities as part of the region's strategic planning process. Ensuring that EJ is included as a priority as the region carries out its strategic and operational planning is the best way to align with the Government Performance and Results Act (GPRA). The region's management strongly believes, however, that this operational step to incorporate EJ into the priority setting process is a short-term measure. For the long term, the successful implementation of the region's yearly EJ Action Plans is key to achieving the goal of institutionalizing EJ into the day-to-day work of the organization. When EJ is no longer a program to be implemented- but rather a way of doing business- there will no longer be a need to build processes to ensure that alignment is achieved. Instead, alignment will occur every day as staff conduct inspections, write permits and develop Performance Partnership Agreements, among other things, with EJ principles in mind.

In the short term, however, EPA NE has built a connection between EJ and strategic and operational planning in the region. Each of the Deputy Office Directors has been assigned the lead for one of the region's five strategic goals. It is their responsibility, working with other EJ Council members, to ensure that EJ is one of the factors considered when priorities are established and plans to meet them are created. EPA NE aims to include EJ commitments under each of the five goals in the strategic plan, including (1) Clean Air, (2) Clean and Safe Water, (3) Preserve and Restore the Land, (4) Healthy Communities and Ecosystems, and (5) Compliance and Environmental Stewardship. EJ commitments from the region's strategic plan are included in the matrix outlined in Chapter 2 of this document under Objective 1, Risk Reduction and Protection of Environment and/or Public Health.

To aid the institutionalizing of EJ principles in the region's everyday program activities, the EJ Council has crafted an EJ Functional Guidance Compendium. The compendium provides supplementary guidance to managers and staff of EPA NE to assist in carrying out their program responsibilities in a way that furthers the agency's commitment to incorporating EJ considerations in everyday work. The manual provides guidance that should be employed by all staff region-wide to assess and address EJ considerations: the Brief Users' Guide to the EPA New England EJ Desktop Mapping Tool and the Public Involvement and Tribal Consultation guidance. The manual also covers seven different functional areas: Contracts and Procurement; Development and Approval of State Programs; Federal Financial Assistance Agreements; Inspections, Enforcement and Compliance Assistance; Performance Partnership Agreements with States; Permitting; and Waste Site Cleanup, Emergency Response and Brownfields. EPA NE has also committed to using Performance Partnership Agreements (PPAs) between the New England states and EPA NE to strengthen the coordination and effectiveness of state and EPA EJ efforts. Currently, EPA NE is negotiating with five of the six New England states to finalize Performance Partnership Agreements for FY04. Please refer to Attachment A for a comprehensive list of current signed PPAs, illustrating each state's commitment to environmental justice.

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## D. Other Resources

While EPA NE receives little dedicated funding for its EJ Program, the regional office has secured funding for a variety of EJ-related activities, supports several programs/initiatives for which EJ is considered a funding priority, and has effectively leveraged other programmatic activities to further EJ goals.

### Science of EJ Workshop

EPA NE has received funding from the Office of Research and Development to conduct a two-day workshop in the spring of 2004 about the science of EJ. Technical experts from across the country will present and discuss information on critical environmental and public health issues facing areas of EJ concern in urban, suburban, and rural communities. The main goal of the workshop is to discuss the scientific needs and applications to address and resolve environmental and public health risks that urban, suburban, and rural communities face every day from the cumulative impacts of air toxics, contaminated rivers and wetlands, lead poisoning, sprawl, indoor air quality, vacant land, and lack of open and green space, among others.

### Grants Programs

The region also supports several grant programs for which EJ is considered a funding priority, including the EJ Small Grants, the Urban Environmental Community Grants and the new Healthy Communities Grants program. **The region's recently developed Healthy Communities Grant Program is a successful collaborative effort between UEP and eight other EPA NE programs—the Smart Growth, Children's Environmental Health, Asthma, Air Toxics, Tools for Schools, Pesticides, Toxics, and Pollution Prevention programs—to combine available resources in order to achieve measurable environmental and public health results in communities throughout New England. This program was targeted to benefit low-income, diverse neighborhoods in urban areas. In 2003, the national EPA Office of Environmental Justice launched the Environmental Justice Collaborative Problem-Solving Grant Program for nonprofit, non-governmental organizations to utilize constructive engagement and collaborative problem-solving to seek viable solutions for their community's environmental and/or public health concerns. For fiscal year 2003, fifteen grants are being awarded to community-based organizations across all 10 regions in the amount of \$100,000, for use over a three year period.**

### ECO Interns

Additional resources are provided by the national Office of Environmental Justice and the Environmental Careers Organization which allow EPA NE to employ student interns working on numerous EJ-related activities during the summer months. These interns are critical to the success of the region's EJ effort.

### SEPs

The region assigns a high priority to incorporating EJ-related projects in enforcement settlements. For example, a settlement with Allied Waste Systems required that Allied spend \$2.3 million for a new solid waste transfer station at its facility in Roxbury, MA. The new station will include air pollution controls to reduce particulate matter and volatile organic

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compounds by 95%, and will also reduce odors that have long been a source of community complaints.

Another enforcement action against Waste Management, Inc. resulted in the company's agreement to provide \$1.2 million to remediate a polluted plot of waterfront property along the Chelsea Creek in East Boston and convert it to an "urban wild," with a path and boardwalk system to make it accessible to the community. The settlement also included \$1.4 million to provide pollution control equipment for 150 school buses that service some of the inner-city neighborhoods of Boston with the highest asthma rates.

## II. INTERNAL ORGANIZATIONAL ENGAGEMENT

EPA NE's internal organizational engagement activities are designed around two goals:

1. To ensure that each of the region's program and administrative offices considers EJ in its strategic and operational planning efforts; and
2. To ensure that the staff and managers in each office understand the concept of EJ and how, through their work or through their interactions with others, they can have an impact on EJ

To attain the first goal of ensuring that EJ is considered during strategic and operational planning, EPA NE has put in place several mechanisms, as described below, for engaging its offices and programs in consistent constructive dialogue around EJ:

- Monthly meetings of the regional EJ Council. Strategic and operational planning around EJ is carried out through the council, ensuring full engagement by all regional program and administrative offices.
- Ensuring EJ is on the agenda for weekly Deputy Office Directors' meeting at least quarterly and, during periods of high activity (i.e., when the region rolls out the action plan or training sessions), it is standing agenda item. The Deputy Office Directors, under the direction of the Director of the Office of Civil Rights and Urban Affairs, are held accountable for institutionalizing EJ principles throughout the region, thereby ensuring that frequent EJ-related discussions take place among senior management.
- Each Deputy Office Director has been assigned to represent EJ on one of the region's strategic goal teams. These goal teams represent multiple offices and through the deputies' participation on them, a forum has been created for dialogue around EJ during the regional strategic planning process. EPA NE aims to include EJ commitments under each of the five goals in the strategic plan, and EJ commitments from the region's strategic plan are included in the matrix outlined in Chapter 2 of this document under Objective 1, Risk Reduction and Protection of Environment and/or Public Health.

To meet the second goal of ensuring that all staff understand EJ and its relationship to their work, all EPA NE employees are required to attend EJ awareness training, will be receiving guidance on how to address EJ in the work they do and will be encouraged to attend, and engage in, various EJ-related learning events.

### EJ Training

EPA NE's Regional Administrator has mandated that all employees be trained in EJ, in order to

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acquaint or re-acquaint them with the legal and policy framework of EJ and to provide them with region-specific case studies illustrating real world issues and accomplishments. Approximately 710 employees have been trained as of the end of December 2003. In addition, a small number of seats at each training were reserved for tribal representatives, state staff, and community/industry representatives, whose participation enriched the learning experience and provided EPA staff with other stakeholder perspectives.

The curriculum, which includes one day of classroom instruction and a half-day tour of a potential EJ area of concern, typically led by a partnering community-based organization, was rolled out in September 2002. While the logistics of conducting multiple tours over the course of a year is daunting, feedback about the training indicated that getting out into communities is the best way for staff to make the connection between the principles of EJ and the work of the region.

Mandatory training for all EPA NE staff on an expedited basis is no small feat and has required considerable time and effort by the most senior, talented and knowledgeable staff. Eight employees served as EJ trainers, and a separate small team was formed to coordinate the tours and other EJ-related learning activities.

An report evaluating the overall training effort is being prepared, with an emphasis on lessons learned and recommendations for future training on EJ in the region. The training effort was completed in December, 2003.

#### EJ Functional Guidance Compendium

An EJ Functional Guidance Compendium has been developed to supplement the EJ training described above by highlighting some program-specific considerations that identify how staff can have an impact on EJ in their daily work. The manual contains ten guidance chapters covering the Brief Users' Guide to the EPA New England EJ Desktop Mapping Tool; Public Involvement; Tribal Consultation; Contracts and Procurement; Development and Approval of State Programs; Federal Financial Assistance Agreements; Inspections, Enforcement and Compliance Assistance; Performance Partnership Agreements with States; Permitting; and Waste Site Cleanup, Emergency Response and Brownfields. Training on the guidance will take place in conjunction with the compendium's release in calendar year 2004.



### III. EXTERNAL STAKEHOLDER ENGAGEMENT

The primary goal of the EJ Council's external engagement activities with other federal agencies and with state, tribal, and local governments is to educate and change behavior and actions to ensure that EJ is an integral part of the roles and responsibilities of these external partners of EPA NE. EPA NE maintains that the key to achieving this goal is to remain actively involved with these external stakeholders, and the region has proactively approached EJ-related work for a number of years. EPA NE values input from external stakeholders because it enables the region's program offices to more readily identify environmental issues and target resources to address them. To build on past successes, the region will continue to use this proactive approach to ensure meaningful stakeholder involvement.

#### Working with External Stakeholders

As an active partner in community capacity-building, the region has maintained a presence in external EJ networks that have emerged. Successful external statewide community-based EJ networks exist in Massachusetts and Connecticut, and the Northeast EJ Network has a number of members from other states in New England. EPA NE regularly has representatives attend major functions of these statewide and regional community coalitions. Since 1993, the region has focused on building partnerships and assisting with the learning, growth, and development of many of the groups mentioned above because EPA NE recognized that partnerships and information-sharing with community groups and other federal, state, and local agencies are key to identifying and resolving many EJ issues.

- **Title VI Workgroup:** EPA NE has established an EJ/Title VI Workgroup that is composed of senior representatives from the six regional state Environmental Commissioners. This is a unique forum that provides for a productive dialogue between EPA and regional state partners about current issues and updates in the promotion of EJ principles in environmental regulatory work. The workgroup meets on a semi-annual and as needed basis, and exchanges information on EJ best practices, EJ-related policies and legislation at the local, state, and federal levels, EJ training, EJ mapping, use of Alternative Dispute Resolution, and many other topics of interest to the participants. This workgroup enhances the important relationship with state partners and promotes the incorporation of EJ principles into both state and EPA programs.
- **Listening Sessions:** During the 2004-5 fiscal years, the region will continue executing external engagement activities carried over from previous Action Plans, including hosting several community listening sessions, with one to be held in a rural setting and one with the tribes. The region's Urban Environmental Program (UEP), which has a focus on community-based environmental work in urban neighborhoods throughout New England, will continue to utilize training, workshops, and other forums to solicit input from stakeholders in urban areas. The UEP approach to external stakeholder involvement, community capacity-building, and partnerships is transferable to other EPA NE outreach efforts. The

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EJ Council, UEP staff, and the regional EJ Coordinator will continue to assist other offices in developing methods to engage stakeholders in meaningful dialogue.

In October, 2003, EPA NE presented information on the region's EJ Policy, program and available resources to the annual Board of Directors meeting of the United South and Eastern Tribes on the Mashantucket Pequot Reservation. In February, 2004, a Tribal Listening Conference will be held at the Mohegan Tribal facilities in Uncasville, CT with EPA leadership and the EJ Council for the first day of the Annual Tribal-EPA Environmental Training Conference.

On May 7, 2003, a listening session co-sponsored by EPA NE (Urban Environmental Program and EJ Program), Nuestras Raices, Nueva Esperanza, and the City of Holyoke was held in Holyoke, MA at the Holyoke Children's Museum. Over sixty residents and community leaders attended the event, which included an environmental information fair, Environmental Awards ceremony, student poster contest, community presentations and roundtable discussions. In 2003, UEP will convene the participating co-sponsors to share findings, finalize results, and begin to identify some priorities for action.

- **Tribal Coordination:** The EJ Council will also work to strengthen its relationship with tribes throughout the region. To help accomplish this goal EPA NE will focus on better coordination and collaboration between its EJ and Tribal Programs. One major activity planned for this fiscal year is a tribal listening session at the next annual tribal meeting.
- **Receiving Input:** EPA NE is organized to respond to information regarding potential EJ issues from external and internal sources including regional employees, community sources, other agencies, stakeholder meetings, tips and/or complaints, reconnaissance efforts (which include personal interviews), community forums, and others. The Deputy Directors and office designees on the EJ Council actively keep abreast of EJ issues identified through their respective offices' work with external stakeholders. In addition, many managers and staff throughout EPA NE routinely handle regional EJ information, concerns, and requests from external stakeholders during their daily program activities.
- **Building Relationships with Interstate Organizations:** EPA NE is currently working to establish an on-going collaborative relationship with the New England Interstate Water Pollution Control Commission (NEIWPCC), the Northeast States for Coordinated Air Use Management (NESCAUM), and the Northeast Waste Management Officials Association (NEWMOA). After holding preliminary meetings this summer with senior staff from these organizations, EPA managers met with members of NEIWPCC and NEWMOA at their September meetings to

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inform them of EPA's EJ efforts (including the Region's new EJ Action Plan, GIS desktop mapping tool and Training program), exchange ideas with them on the subject, and encourage the sharing of ideas and working cooperatively with them on specific EJ projects in the future. A similar meeting was held with NESCAUM members in November. The Region is keeping the New England State environmental commissioners apprised of this effort.

### Maintaining Contact

EPA NE believes that there is no substitute for regular, sustained contact with communities throughout the region to directly observe existing conditions and respond to situations. The region employs different techniques to identify stakeholders with EJ concerns—from tracking hot issues through news clips and enhanced GIS mapping, to creating a sophisticated community profile of critical data that characterizes a community's demographic information, environmental stressors and, most importantly, its key stakeholders. The community profile is also useful when there is a need for an EJ assessment.

To reach such a wide audience, the goal of EPA NE's communication activities is to use a combination of media, including the internet, intranet, a traditional newsletter, and a fact sheet to share EJ-related information, best practices, and lessons learned.

- **Internet Site:** The existing EPA NE EJ Program internet site will be continually enhanced by adding links to related sites and increasing content regarding EPA policies, guidance, and supporting information, as well as specific EJ programs and contacts. The site, which will continue to be updated quarterly, can be accessed at <http://www.epa.gov/ne/ej/index.html>.
- **Intranet Site:** The EPA NE EJ intranet site, located within the Office of the Regional Administrator pages, is used to provide staff access to EJ resources specifically available to them. These include the EJ Action Plan, instructions on accessing and inputting data into the EJ Inventory, and the EJ Mapping Tool. The site can be accessed at <http://r1intra1.r1.epa.gov:9876/ora/EJ/index.htm>.
- **EJ News:** EPA NE will continue publishing *EJ News*, a quarterly publication of the regional EJ Council that is distributed to all staff in the region and about 400 external partners, including community-based organizations, health services groups, academic institutions, individuals, and officials from other federal, state, and local government agencies on EPA NE's EJ mailing list. Both electronic and hard copy versions of the newsletter are distributed, since this is key to reaching many of the region's most important stakeholders—especially people in minority and low-income communities—who may not have internet access. To date, five newsletters have been issued, and the feedback has been overwhelmingly positive. Past issues of the newsletter can be accessed on the EJ Program internet site, and individuals or organizations can subscribe to the newsletter online at

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<http://www.epa.gov/ne/ej/subscribe.html> or by contacting Davina Wysin or Kathleen Castagna at 617-918-1020 or 617-918-1429, respectively.

- **Fact Sheet:** EPA NE will also publish an informational fact sheet for individuals looking for further clarification regarding EJ and the EPA. The fact sheet may be published in multiple languages, if resources permit. Hard copy versions of the fact sheet will be distributed at external EJ-related events attended by EPA employees, and electronic versions will be available to download on EPA NE's EJ internet site.

#### Overcoming Language Barriers

EPA NE has achieved measurable progress in producing multilingual education and outreach campaigns in English and Spanish to address a variety of topics. For example, a Spanish language auto industry compliance assistance package was mailed out during August 2002 to more than 40 auto body shops in Lawrence, Massachusetts, a working-class community with 59.7 percent of residents identifying themselves as Hispanic or Latino. The EJ Small Grants Guidance and the EJ Collaborative Problem-Solving Grants Guidance, which are published in both English and Spanish by the national Office of Environmental Justice, are also a valuable resource for Spanish-speaking constituencies. However, the region has been less successful meeting other language needs on a broad scale (i.e., Vietnamese, Laotian, Hmong, Chinese, Cambodian, Portuguese, etc.). An exception to this is the Superfund program, which has greater flexibility in resources to respond to multilingual needs on a site-specific basis. Recently the region developed the Fish Smart outreach campaign to inform people about the heavy PCB contamination in New Bedford Harbor, MA. Materials were developed in English, Spanish and Portuguese. EPA NE has found that multilingual efforts are most effective when done in partnership with local community non-profit organizations— which often have their own translators and facilitators. When community partners cannot fulfill this role, EPA NE has turned to the diversity within the organization to tap into staff with foreign language skills to meet translation needs as they arise. During the 2004-5 fiscal years, the EJ Council will be working to create a translation services directory consisting of EPA NE staff who are fluent in other languages and are willing to translate materials. The directory will facilitate the dissemination of information to non-English speaking populations.

The region's work over the past years on EJ issues has shown that EPA's credibility can be established only if the organization is viewed as a partner that is dedicated to effective collaboration. EPA NE seeks to ensure that stakeholders maintain a prominent role in the decisions affecting their health and environment. EPA NE staff will continue to build upon past success to work in partnership with impacted stakeholders and implement agreed-upon action items that result from external forums including workshops, listening sessions, etc.

#### **IV. DATA COLLECTION, MANAGEMENT, AND EVALUATION**

##### EJ Inventory

Beginning in 2001, EPA NE developed a desktop database of all regional EJ-related activities called the EJ Inventory. Storing information about EJ-related activity in this type of database

serves primarily to establish a baseline to assist in institutionalizing EJ in the region, and also:

- To store information about regional EJ-related activities in one comprehensive, easily accessible location.
- To communicate details of EJ activity to regional staff.
- To assist cross-office coordination of EJ-related activities.
- To facilitate monitoring and reporting of regional EJ activity– especially best practices and lessons learned (e.g., the EJ Action Plan, the EJ Biennial Report, the midyear and annual assessment required under the Regional Policy on Environmental Justice, *EJ News*, etc.).
- To help determine future resource allocations for investment and disinvestment to further the region's commitment to EJ.

Each office has designees who are responsible for collecting and inputting information on environmental justice-related activities into the EJ Inventory. Such information includes programs/projects/grants that were completed in or affect low-income communities, involve or affect minority populations, are in a geographical location that has been identified as a potential EJ area of concern or involve groups of people, including racial, ethnic or socioeconomic groups, that may suffer from disproportionate environmental or health impacts.

## V. PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT

EPA New England is committed to training every employee in EJ in order to acquaint or re-acquaint them with the legal and policy framework of EJ, provide them with some case studies of EJ issues involving EPA and provide them with tools to analyze situations to determine if there are EJ concerns and, if so, to resolve or mitigate them. For more information about EJ Training, please refer to page 11.

### Shared Learning

Aside from providing training and guidance materials, the EJ Council has developed several mechanisms to promote shared learning about EJ among EPA New England staff, including:

- Inviting external stakeholders to speak at the region, which has consistently proven to be one of the best ways to expand the office's EJ knowledge base, share information and successes, connect staff with external partners and allow external partners to connect with EPA. The region's Urban Environmental Program has hosted several successful efforts of this type, and the Council makes every effort to support staff attendance at these events. The region's EJ Small Grant recipients are also invited to the regional office annually to present their work.
- Inviting regional employees to showcase their EJ-related work during monthly EJ Council meetings. An agenda item for many EJ Council meetings is the presentation of an EJ success story by the program staff. The responsibility for presenting is rotated among each office. These presentations often provide great material for feature articles in the quarterly *EJ News*.

Last, several broader communication tools are important elements of cross-office communication. These include the EJ Program internet and intranet pages, the EJ newsletter, the EJ Mapping Tool and the EJ Inventory. The EJ Council ensures that all of this media is promoted, and material is regularly solicited from each office for inclusion.

## VI. ENVIRONMENTAL JUSTICE ASSESSMENT

EPA NE is committed to ensuring fair and equitable environmental protection for all citizens of the region, regardless of race, color, national origin, or income. EPA NE has established the following process for assessing and addressing a community's concerns if an allegation of environmental injustice is raised. The process, utilizing existing EPA NE resources, consists of a six-step approach managed by the regional EJ Coordinator, with the assistance of the regional EJ Council. Note that the approach may be concluded after any step, if the EJ Coordinator and a team of regional experts on the particular environmental issue(s) raised has completed their evaluation, consulted with the EJ Council and concluded that no further work is necessary.

**Step 1- Initial Fact Finding:** The EJ Coordinator compiles all the pertinent information available about the particular environmental issue raised by the community; information about the community of concern, including key community leaders, political structure of the community, etc.; information about EPA activity in the community, such as funding, resources, enforcement, compliance assistance, Superfund cleanup, etc.; information about health indicators, social and demographic indicators, environmental indicators such as baseline air quality, water quality, soil or sediment contamination, drinking water, volatile organic compounds, air toxics, etc. The EJ Coordinator works with the major regional program offices, and state and local counterparts to assemble the data needed in the initial fact finding step. The EJ Council is consulted in developing and reviewing this information and gives direction in proceeding to Step 2.

**Step 2- Site tour of the community:** The regional EJ Coordinator assembles a team of EPA regional experts on the particular environmental issue(s) that is/are raised. This group is considered the Regional Assessment Team. The EJ Coordinator collaborates with key community leaders or stakeholders and conducts a site tour of the area and community in question. The purpose of this tour is twofold: to get the community's perspective on the potential problem and educate EPA staff on real world issues faced by the community.

**Step 3 - Further fact finding:** The Office Directors are briefed at this step to commit resources for the effort. This step includes the development of detailed GIS maps of the potential area of EJ concern, using the regionally approved EJ mapping methodology which provides information on a census block group level. The EJ Coordinator also coordinates with local and state environmental and public health agencies to further assess the situation. The important federal, state and local governmental bodies that can best assist the community in solving their problem or concern are determined.

**Step 4 - Assessment planning:** If EPA New England is established as a primary decision-maker that can assist the community, the Office of Civil Rights and Urban Affairs coordinates with the program offices in the region in developing an EJ assessment. This assessment addresses the major environmental and public health issues identified by the Regional Assessment Team.

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**Step 5 - Assessment implementation:** A time line is developed for the EJ assessment, and the EJ Council and senior management are apprised of the progress of the process.

**Step 6 - Decision-Making:** The EJ assessment is completed and distributed for review and action by regional program offices. The Regional Administrator is consulted in the final decision-making process.

Information resources that will be utilized:

1. Regional Desktop EJ Mapping Tool
2. EPA Toolkit for Assessing Potential Allegations of Environmental Injustice
3. All pertinent environmental databases such as the Toxic Release Inventory, and those covering New England fuel storage facilities, NPDES discharges, waste sites and air facility emissions, among others.



## VII. PROGRAM EVALUATION

The EJ Council's evaluative goals for the EPA NE EJ Program are to:

1. Evaluate the impact and effectiveness of implementation of the EJ Action Plan, in terms of changing organizational culture and institutionalizing EJ principles throughout EPA NE; and
2. Determine the extent to which the EJ Action Plan has made a difference in the way the region conducts its day-to-day activities.

To achieve these ambitious goals, the EJ Council is responsible for tracking and reporting the progress of the items outlined in the EJ Action Plan, and determining other measures of evaluating the larger concepts of organizational culture change and institutionalizing of EJ principles throughout the region. The EJ Council drafted a list of both quantifiable and qualifiable measures to assess these goals and has collected baseline data to evaluate the extent to which the region has achieved them. Examples of measures include resources allocated to EJ-related activities and accomplishments, number of staff trained in EJ, EJ training evaluations and pre- and post-tests, EJ mapping requests, number and nature of EJ Inventory activities, external feedback on *EJ News* and other outreach items, etc.

In addition, the EJ Council conducts a mid-year review of EJ activities and prepares an annual progress report. An end-of-the-year report on the EJ Action Plan for Fiscal Year 2003 will be completed in February 2004.

**Overview: How EJ is Being Addressed in State/EPA PPAs in New England  
As of June 23, 2002**

## Connecticut PPA (FY 2002-2003)

PAGE OR SECTION	ITEM	ACTION
Page 17	Environmental Quality Strategic Priorities–Managing Toxic Pollutants	Utilize air toxic pollutant monitoring data, water quality monitoring data, and TRI to develop a pollution prevention pilot project focused on voluntary reductions in an environmental justice community. This project will focus on New Haven, while other possible sites include Wallingford, Groton, and New London.
Page 22	Strategic Priorities–Managing Environmental Compliance	Continue to work with environmental equity communities to improve access to the environmental decision-making process.
Page 35	Clean Air – Implementing Mobile Source Reduction Strategies	Pilot mobile source reduction strategies will seek to engage multiple partners in targeted urban areas such as Norwich and New Haven. Programs will focus on implementing vehicle-based solutions, clean engine and clean fuel technology, and continuing implementation of the Inspection and Maintenance program.
Page 35	Clean Air – Implementing Air Toxics Monitoring Data Collection and Voluntary Reduction Strategies	Seven sites have been established, six in urban areas and one in a rural setting, to continue to measure ambient levels of toxic air pollutants so that the impact, including potential risk, can be more accurately assessed. Sites are in Hartford, Waterbury, Wallingford, Bridgeport, Groton, Voluntown, and Manchester. This will be an outreach/education effort to provide information to the public and decision-makers on emission reductions and public health implications of such information.

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Page 76	Compliance Assurance, Waste Engineering & Enforcement Division	<p>Environmental Equity and Enhanced Community-Based Priority Setting – Focus RCRA activities within the environmental equity municipalities.</p> <p>Strategic targeting for FY02-03 will encompass a mix of risk based criteria. A community-based initiative will continue enhanced RCRA activities within the identified Environmental Equity communities in Connecticut.</p>
Pages 79-80	Compliance Assurance and Assistance	<p>Continue to promote and expand community-based environmental protection through efforts such as DEP's Environmental Equity Program and the Hartford Neighborhood Environmental Project. These efforts will provide neighborhood organizations in Hartford with information about environmental issues and empower the public to affect change in their communities.</p> <p>Efforts will continue to incorporate pollution prevention/waste minimization requirements, supplemental environmental projects, and/or plans addressing equity factors in Consent Orders.</p>

Maine PPA (FY 2003-2004)

PAGE OR SECTION	ITEM	ACTION
D-4-B-04-b. Policies and Special Initiatives	Environmental Justice Initiative with Native Americans	In 1998 the DEP finalized a MOU with four Native American Tribes. The MOU addresses the areas of training, compliance, certification, and licensing for lead professionals and contractors. The DEP will continue to implement the terms of the MOU in this PPA.

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Massachusetts PPA (FY 2002-2003)

PAGE OR SECTION	ITEM	ACTION
II, Page 7	Priorities, Initiatives, Strategic Directions and Values; Strategic Direction	Increase staff awareness of environmental equity and further integrate environmental equity objectives into DEP's programs and policies.
XIII, A, 4, Page 125	Prevent and Manage Waste Goal #1: National Air Strategy – Challenges for 2002-2003	<p>In late summer of 1998, due in part to community concerns, DEP began an extensive effort to examine options to address cumulative exposures.</p> <p>Pursuant to Interim Guidance for Solid Waste Facility Siting issues in 2001, DEP will be analyzing cumulative air exposure in the vicinity of solid waste facilities that seek a permit for siting or operation.</p>

New Hampshire PPA (FY 2003)

PAGE OR SECTION	ITEM	ACTION
G	Environmental Justice	<p><b>Environmental Justice - (EPA New England Contact: Kathleen Castagna:)</b></p> <p>The EPA New England Environmental Justice (EJ) program continues to assist our state partners in providing technical assistance in the form of EJ training, mapping and policy support through the New England States/EPA EJ/Title VI Workgroup. DES is a member of that workgroup. The EJ/Title VI Workgroup met on June 17, 2003 in Boston. The agenda consisted of updates and information sharing by the six New England states on EJ work, and EPA updates from the both the regional and national office. EPA New England provided updates on our FY 2003 EJ Action Plan, diesel bus retrofit project and the Chelsea Creek Restoration Project. Our regional focus this year was the completion of our internal training effort. EJ Awareness Training was mandatory for all staff at EPA New England. The purpose of this effort was to provide staff</p>

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		<p>with a baseline understanding of the legal and policy frameworks for environmental justice as well as train staff on the tools such as the EJ Mapping Tool and the regional EJ inventory. Program implementation of EJ is a key element of the EJ Action Plan for FY 2003. We completed the Region 1 Functional Guidance Compendium. This document covers: State Program Authorization and Delegation; Grants; Contracts; Inspection, Enforcement and Assistance; Permitting; Performance Partnership Agreements; Waste Site Clean-up, Emergency Response and Brownfields; Public Involvement; Tribal Consultation and EJ Mapping Tool Users Guide. We also continue to communicate with the public and our state partners through the quarterly publication of EJ News, a newsletter from the EPA New England EJ Council.</p>
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Rhode Island PPA (FY 2002-2003)

PAGE OR SECTION	ITEM	ACTION
Livable Communities	Goal: Liveable Communities; Environmental Equity Policy	<p>The Department has drafted an Environmental Equity policy that recognizes the right of all Rhode Island citizens to enjoy a fair share of environmental improvements and to be protected from environmental degradation. Over the next two years, the Department will assess whether it needs to address more aggressively the needs of lower income communities, racial minorities, and/or disabled persons, evaluating and implementing ways to address environmental equity in all bureaus, divisions, programs, policies, and regulations. The policy calls for pro-active consideration of environmental equity concerns at the earliest possible stage, to bring about the most fair and effective solutions to environmental equity concerns.</p>

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	Objective: Ensure Environmental Equity for all Rhode Islanders	Indicator: Environmental Equity measures/considerations are pro-active and preventive – increased minority, low-income participation in public progress.
	Key Strategy: Train DEP Staff on Environmental Equity Issues	Performance Measure: 75 percent of DEM employees attend training by January 2002.

Vermont PPA (FY 2001-2003)

PAGE OR SECTION	ITEM	ACTION
None Identified	None Identified	None Identified

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<b>Objective 1. Risk Reduction and Protection of Environment and/or Public Health</b> - To ensure equal implementation of environmental laws to achieve significant risk reduction which will improve the environment and/or public health of affected communities.			
<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
EPA NE Strategic Framework Goal 1: Clean Air			
Work with school administrators, public transit agencies and others to encourage retrofits or alternative fuels	Dialogue to promote retrofits and alternative fuels, measured via number of newly retro-fitted equipment and purchase of alternative fuel vehicles	Increased awareness and usage of retrofitted equipment and alternative fuel vehicles, resulting in reduced diesel emissions in urban areas and EJ communities	D. Conroy
As resources allow, continue development and enforcement of anti-idling requirements and diesel vehicle testing programs	(a) New enforcement actions related to anti-idling and SEP's for retrofits of diesel vehicles (b) On-road diesel testing results	Reduced diesel emissions from vehicles and equipment in urban areas and EJ communities	F. Weeks
Continue enforcement of the MACT standards for printing, publishing, and wood furniture manufacturing facilities	(a) Number of MACT inspections taken at printing, publishing, and wood manufacturing facilities in EJ areas (b) Number of new MACT formal enforcement actions related to printing, publishing, and wood manufacturing facilities in EJ areas	(a) Pounds of pollution reduced in EJ areas as a result of new MACT enforcement cases for printing, publishing, and wood furniture manufacturing (b) Protection of population located within 1/4 mile of facilities inspected (c) Identification of non-notifying facilities	F. Weeks
Establish tribal ozone monitoring on Martha's Vineyard	Creation of tribal air monitoring site	Greater collaboration with tribes on air monitoring	N. Beloin
Develop better emission inventories and computer modeling to improve air toxics risk characterization in New Haven, Conn., and Lawrence, Mass.	Improved emission inventories and computer modeling in Merrimack Valley	More accurate characterization of air toxics risk, leading to a better understanding for future cases	S. Lancey

Activity	Output	Outcome	Lead Contact
Implement the National Air Toxics Assessment to integrate outdoor and indoor air toxics reduction strategies in New Haven, Conn. and Lawrence, Mass.	Cumulative risk exposure assessment for indoor and outdoor air toxics in these two communities	Reduction in transportation-related toxic emissions (e.g., diesel exhaust, products of benzene, etc.)	S. Rapp
Implement coordinated regional asthma reduction efforts	(a) Education and outreach efforts on environmental triggers of asthma (b) City and state infrastructure developed with supporting coalitions, children's or health organizations to address asthma (c) New England Asthma Coordinating Council (d) Adoption of asthma prevention and diagnostic/treatment protocols for HMO's, physicians and other health care professionals (e) Head of Household Conferences to educate tribal members about asthma	Reduction of incidence of child asthma due to environmental triggers	C. Wood



Activity	Output	Outcome	Lead Contact
EPA NE Strategic Framework Goal 2: Clean and Safe Water			
Target storm water controls draining to areas where shellfish and swimming use are a concern for potential EJ areas	(a) Number of Municipal Separate Storm-water Sewer Systems (MS4) communities implementing storm water pollution prevention programs (with best management practices targeting bacteria and pathogens, if possible) (b) Number of CWA Section 319 projects targeting bacteria and pathogens in coastal watersheds (c) NPDES individual and general storm water permits for large and small MS4s (d) CWA Section 319 grants review of RFP to identify opportunities to increase funding for potential EJ areas	Greater protection of waters used for shellfish and swimming	R. Janson
Encourage private well owners to regularly test their drinking water (Private Well Initiative)	(a) OEME private well sampling in rural NH communities (b) Outreach material developed and distributed	Protection of public health via safer drinking water	J. Downing
Continued coordination with NE states' drinking water programs, with special funding given to EJ communities	Funding allotted to potential EJ communities		

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Pilot a <i>Lead in Drinking Water in Schools</i> Project with the Boston Public School System	(a) Number of samples conducted at Boston Public Schools where lead exceeded action levels (b) Analysis of Sampling Data	(a) Protection of children's public health through safer drinking water (b) Additional knowledge about implementation issues associated with the 'action-level' protocol	B. Deabay
Monitor fish tissue contaminants to identify extent of problem and threats to human health from consumption	(a) Acres/miles of waters monitored in EJ communities (b) Number of fish analyzed (c) Fish consumption advisories in EJ communities	Greater understanding of dangers of fish consumption. Information used to educate subsistence fishers, tribal, rural, urban poor and minority/immigrant communities	C. Wood
Issue environmentally significant NPDES permits, ensuring EJ community input is sought where appropriate	(a) Number of NPDES permits issued affecting EJ communities (b) Number of community comments concerning water quality issues affecting poor, rural or minority communities	Consideration of unique culturally relevant concerns in development of NPDES permits, and improvement of water quality in potential EJ communities	R. Janson
<b>EPA NE Strategic Framework Goal 4: Healthy Communities and Ecosystems</b>			
Follow Persistent Bioaccumulative Toxics strategy for mercury and lead, targeting outreach to urban communities and communities practicing ritualistic uses with mercury	(b) Identification of targeted affected communities (a) Lessons learned and other pertinent information shared with community-based organizations, health care providers and local government organizations in affected communities	Reduction of exposure to toxic substances (i.e. mercury, lead)	J. Weiss

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Pesticide education and outreach efforts (including promotion of IPM, consumer safety)	Bi- or multi- lingual tenant education in public housing on IPM and incorporation of best management practices for IPM in public housing in urban areas	Reduction of pesticides exposure	L. Adams
Conduct Worker Protection Safety (WPS) inspections under FIFRA	(a) Number of inspections conducted (b) Number of enforcement actions resulting from inspections	(a) Decrease in unregistered, mis-branded or adulterated products in commerce stream (b) Increased consumer awareness of FIFRA as a consumer protection tool	D. Brown
Conduct WPS Roundtable with NE states	(a) Identification of stakeholders (b) Establishment of the nature and scope of WPS issues in New England	Improved safety and more targeted enforcement and compliance assistance	D. Brown
Conduct EPCRA Community Right-to-Know inspections	(a) Number of technical assistance sessions held in highly-populated urban areas (b) Number of inspections conducted (c) Number of enforcement actions resulting from inspections	(a) Increased number of Toxic Release Inventory (TRI) reporters (b) Increased community awareness of TRI reports and reporters (c) Protection of Boston, Providence and New Haven populations	D. Brown
Continue restoration of urban wild in Chelsea (UEP)	26 acre urban wild restored	Restored habitat in Chelsea	K. Rea
Continue initiative to end childhood lead poisoning in Dorchester and Roxbury	No new cases of elevated blood lead levels higher than 20 mg/dl and annual % decrease each year	Eliminate childhood lead poisoning in two potential EJ areas of concern	K. Rea

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Develop statewide grassroots infrastructure to address lead poisoning and assist in development of watershed associations. Members include constituencies from urban and EJ communities.	Legislatively chartered state watershed association	Input of urban/EJ communities reflected in statewide grassroots infrastructure.	D. Fuligni
Assist state of Connecticut in development of an effective public participation plan	(a) identify additional data needs (b) develop a database	Improved public access to environmental data and improved public participation program in Connecticut.	S. Johnson
Promote Lead Poisoning Prevention (education/outreach efforts, compliance assistance, and coalitions/partnerships)	(a) Number of coalitions and partnerships (b) Number of products (c) Number of workshops (d) Number of mailings	(a) Reduction of children's exposure to lead in school, at homes, and outdoors (b) Increased understanding of assistance and pollution prevention activities (c) Pollution reduced as a result of enforcement activity in EJ areas	L. Adams, D. Brown
Support State TSCA Lead Programs	(a) Number of trained and licensed abatement workers (b) Number of enforcement cases of TSCA and other federal lead regulations		J. Jouzaitis
Promote <i>Toxic Free Schools</i> outreach	(a) Number of schools w/ clean-up and prevention measures (b) Number of coalitions or networks (c) Completion of environmental tool compilation project, CD		

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Support Integrated Pest Management in schools	Number of states adopting IPM regulations and/or programs targeted in EJ communities		R. Koethe
Conduct Brownfields assessments, cleanups and redevelopments in EJ communities	(a) Number of Brownfield sites assessed (b) Number of Brownfield site cleanups completed (c) Number of Brownfield redevelopments completed	Adverse risks of contaminated sites eliminated in several EJ communities	L. Jennings
Implement EPA New England Brownfields Communications and Outreach Strategy	(a) Number of workshops in EJ communities (b) Number of success stories in EJ communities (c) Number of events in EJ communities	Greater understanding of Brownfields in EJ communities	L. Jennings

Activity	Output	Outcome	Lead Contact
EPA NE Strategic Framework Goal 5: Compliance and Environmental Stewardship			
Conduct targeted inspections and enforcement in EJ areas	(a) Number of inspection and enforcement targets in EJ communities (b) Enforcement activity in EJ areas	(a) Targeted efforts to address environmental and public health problems in urban and EJ areas (b) Pollution reduced as a result of enforcement activity in EJ areas (c) Increased understanding of assistance and pollution prevention activities	K. Moraff
Active outreach to communities on pollution prevention, compliance assistance and regulations	(a) Number of workshops (b) Number of mass mailings (c) Number of grant applications from potential EJ areas of concern resulting from outreach	(d) Increased understanding of EJ grant process (e) Improvements from EJ grants awarded (f) Improvements from implementation of SEP projects	T. D'Avanzo
Continue capacity-building efforts in the area of compliance assistance and regulatory matters with federally-recognized tribes	(a) Number of meetings (b) Number of workshops	(a) Improved regulatory understanding among federally-recognized tribes (b) Improved capacity of federally-recognized tribes	D. Brown

**Objective 2. Outreach and Communication** - To provide opportunities for meaningful involvement and ensure effective communication between the Agency decisionmakers and stakeholders, including all affected communities.

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Maintain EJ internet site	Routinely updated pages	EJ stakeholders kept informed by EJ website (measurable via number of website hits and number of new online subscribers to newsletter)	E. Davis
Maintain EJ intranet site	Routinely updated pages	EPA regional staff kept informed by EJ site (measurable via number of intranet site hits)	D. Wysin
Publish and distribute quarterly EJ newsletter	Newsletters produced	Increased awareness of EJ work in New England to a wide audience (measurable via number of new subscribers, feedback, number distributed)	D. Wysin
Publish and distribute informational EJ fact sheet, possibly in multiple languages	Brochures produced	Increased awareness of EJ, including potential to reach non-English speaking populations (measurable via number downloaded from internet, number distributed, etc.)	D. Wysin
Explore possibility of piloting an online discussion forum	Pilot forum hosted	Create environment for relevant issues to be addressed by community, EPA (measurable via website traffic, number of posts)	R. Cavagnero

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Compile and distribute a directory of EPA employees who are willing to translate materials, as needed	Directory available to EPA New England employees via intranet	Inexpensive resource for translation and other services for staff working with non-English speaking populations (measurable via intranet hits, number of translation requests)	S. Chin
Maintain e-mail list serve to inform stakeholders about EJ-related funding opportunities and events	Number of messages sent	Direct and immediate contact between EPA and stakeholders so information is more readily available for all (measurable via number of grant applications received from list service members, number of members at events, feedback)	D. Wysin
Hold Science of Environmental Justice Conference with money from ORD	Conference (tentatively scheduled for May/June 2004)	Direct and immediate contact between EPA scientists and stakeholders so information is more readily available for all (measurable via number of attendees, meeting proceedings, follow-up items, new research projects initiated by ORD)	J. Younger
Conduct 2 stakeholder listening sessions in selected EJ communities	(a) By September 2004, 1 listening session is conducted (b) By September 2005, 1 additional listening session is conducted	(a) Citizens provide input and engage with other stakeholders in discussions that affect their communities (b) Increased community awareness of EPA activities which lead to greater public participation (c) Potential EPA follow-up actions identified and tracked	K. Rea



<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Conduct follow-up activities from Holyoke, MA listening session	Compile information gathered from listening session into a report on the various public health and environmental issues identified by the diverse group of stakeholders.	(a) Formed and enhanced diverse partnerships among stakeholders that historically have not worked effectively together. (b) Share the results of the listening session with stakeholders (c) Assist with the Regional priority in urban areas. (d) Provide information for the Urban Environmental Program's expansion plan.	K. Rea
Attend MA Environmental Justice Network monthly meetings	Number of meetings attended.	(a) Provide for better communication and coordination between EPA and the Network. (B) Contribute and support MA EJ Network as it deals with issues of concern in EJ communities.	K. Castagna

**Objective 3. Training** - To provide training for EPA managers and staff to enable them to incorporate environmental justice considerations into their decisionmaking process.

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Conduct training on Functional Guidance for all appropriate EPA NE staff	Number of staff trained	Staff and managers better prepared to integrate EJ into everyday work (measurable via evaluative training tools, i.e., surveys)	K. Castagna

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
EJ Awareness Training: 1) Complete training for existing staff by 12/31/03 2) Ongoing training for new staff	(a) Number of training sessions for new staff held (b) Number of staff trained	Increased awareness of EJ (measurable via pre-, post-test results, evaluation, EJ Award, initiatives related to training)	K. Castagna
Evaluate pre-, post-tests related to EJ Awareness training	Report produced	(a) Greater understanding of the effectiveness of EJ Awareness Training (b) Identification of future training enhancements	K. Castagna
Host Lunch & Learn and Speaker Series on EJ-related topics	At least 6 events held	Increased knowledge and understanding of EJ (measurable via staff attendance)	K. Castagna
Examine need for advanced EJ Course in FY04. If needed, develop and roll-out in FY05.	Decision made regarding need. If yes, development of curriculum.	Continued integration of EJ into work (measurable via pre-, post-test results, evaluation)	K. Castagna

**Objective 4. Federal, State, Tribal and Local Government Coordination** - To ensure effective coordination across all levels of government to address the environmental and public health concerns of affected communities.

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Continue to discuss EJ issues with EPA/State Title VI Workgroup	Semi-annual meetings	Increased communication between state and EPA (measurable via state participation)	P. Hill, J. Younger
Build/enhance Interstate partnerships (NEWMOA, NEIWPC, NESCAUM)	(a) 1-2 meetings with each of the Interstate groups (b) Meeting summaries	Establish ongoing collaborative relationship with inter-state groups	P. Hill

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Give an EJ presentation to NE States/EPA Environmental Enforcement Committee on Mapping Tool, Functional Guidance	Presentation	Greater information sharing between the states and EPA	<b>S. Silverman</b>
OEP State Unit Directors develop and implement two-year communication and educational plans with states around EJ	Communication plan for each state	Ensure states' commitment to EJ (measurable via number of EJ activities in PPAs)	OEP Deputy Director
Hold Tribal Listening Session at next annual Tribal Meeting	Listening Session completed	Increase information sharing between tribes and EPA	J. Younger
Design roundtable to be held with selected federal agencies (i.e., HUD, HHS)	Number of participants in attendance	Increased information sharing among federal agencies	J. Younger, K. Rea

**Objective 5. *Grants and Contracts Administration*** - To promote effective and efficient management of all grants and contracts to ensure that the environmental and public health concerns of affected communities are addressed.

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Continue UEP Community Grants, Healthy Communities Grants and EJ Small Grants program	Number of grants awarded to community-based organizations in EJ areas	Achieve measurable environmental and public health results in communities throughout New England	K. Castagna, K. Rea
Identify and expand suggested sources through market research and using the EJ Mapping tool	Number of firms classified as socioeconomic who have an interest in entering contracts with EPA	Increase number of DBE enterprise contracts awarded, including those in potential EJ areas of concern	K. Fretwell, P. Bruno

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Through close coordination with program offices, promote placement of contracts and procurements with small business concerns	Database of products and services that have historically been untapped by DBE enterprise	(a) Increase in socioeconomic goals (measurable via number of DBE contracts awarded) (b) Bridge gap between program staff and contracts staff	S. Pappas, S. Molden
Increase visibility of program staff and contracts and procurement personnel	Number of trade fairs, one-on-one counseling sessions, business open house sessions, marketing meetings, etc. with EPA staff in attendance	(a) Greater communication and dialogue between EPA and small businesses (b) Create competition among DBE communities (resulting in better pricing for EPA)	S. Molden, S. Pappas
Hold regional Small and Minority Business Showcases	Number of showcases held	(a) Relay information about EPA business opportunities (b) Increase DBE database	S. Molden
Establish a process for contracting staff, with involvement of OSDBU Program Manager, to identify potential contractors	Creation of DBE link to procurement process	(a) Easier sourcing for contracting staff (b) Educate and raise awareness of contract officers regarding DBE-awarding	S. Molden, S. Pappas
Identify Superfund site-specific requirements that may be set aside for HUBZone, SB, SDBE	Annual Acquisition Plan (as part of Five-Year Plan)	Increase socioeconomic goals	K. Hunt
Develop and issue regional bulletins/notices that report on success in potential EJ areas of concern	Bi-monthly reports	Better understanding of the DBE/procurement link	K. Hunt, S. Pappas, S. Clark
Develop plot map representing Assistance Agreement funding to potential EJ areas	Map of New England showing potential EJ areas and location of non-profit and other recipients	Assist EJ Coordinator and Office Directors in performing funding trends	P. Ringhoff

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Update Post Award Kit to include information (web sites, databases for DBE outreach, listing of contact personnel) to support recipients' outreach efforts	Updated kit that recipients can use to help them compete their procurements in potential EJ areas	Enhance the share of grant procurement funds going to potential EJ areas	S. Molden, P. Ringhoff
Use Post Award Management Process to assure that grant recipients have reviewed and are in compliance with their DBE requirements and reporting	Validation as part of the Post Award Management reviews	Enhance the share of grant procurement funds going to potential EJ areas  Increased awareness of Grants Specialists and Project Officers regarding EJ issues	P. Ringhoff

**Objective 6. *Environmental Justice Assessment*** - To conduct an assessment of the environmental justice indicators within affected communities as part of the decisionmaking process.

<b>Activity</b>	<b>Output</b>	<b>Outcome</b>	<b>Lead Contact</b>
Finalize and implement Functional Guidance	Guidance issued	Staff and managers better prepared to integrate EJ into everyday work (measurable via evaluative training tools, increase of activities in EJ Inventory)	C. Wood
Assess EJ Assessment process in FY04 and refine in FY05 if necessary	Documentation produced Revised EJ Assessment process if necessary	EJ work is better identified and integrated into ongoing work (measurable via EJ Inventory, progress on activities in Objective 1)	K. Castagna
Evaluate EJ Mapping Tool and implement modifications if necessary	Survey Feedback Modified tool	EJ Mapping Tool is better integrated into everyday work (measurable via number of hits on mapping intranet site, GIS center requests)	P. Hill

Activity	Output	Outcome	Lead Contact
Coordinate with regional Office of Environmental Review to incorporate EJ assessments into EIS projects	EJ assessment language is incorporated into EPA’s scoping comments on proposed EIS work	EJ is incorporated into EIS documents and is considered in decision-making process	K. Castagna